Dear Minister

Statement of Intent

Thank you for your Statement of Expectations covering the period 25 January 2016 to 31 January 2017. I would like to again, congratulate you on your appointment as Minister for Transport and the Commonwealth Games. On behalf of the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and Board, we welcome the opportunity to work with you, the Office of the Commonwealth Games (OCG), and all Games partners in the delivery of a great Commonwealth Games for the people of Queensland.

In implementing the Statement of Intent, the GOLDOC Board and Management continue to be cognisant of the significant financial and resource commitment the Government has made to ensure GC2018 delivers on the objectives articulated by Government.

Your stated expectations align with GOLDOC’s mission, “To conduct an athlete focused Games with excellent competition in a fun and friendly environment with long lasting benefits for the Gold Coast, Queensland, Australia and the Commonwealth”.

In accordance with your Statement of Expectations and pursuant to the Commonwealth Games Arrangements Act 2011, I personally assure you of the delivery that is outlined below as to how GOLDOC will meet your expectations.

Games planning

Monthly reporting

GOLDOC recognises the importance of providing ongoing assurance to the Queensland Government that the planning and delivery of GC2018 remains on track. We were pleased to receive the recent endorsement from the Commonwealth Games Federation’s Coordination Commission on our progress and preparations to date. Our program management and reporting capabilities have continued to develop to meet the evolving and changing dynamics of the project.

Accordingly, GOLDOC will continue to work with the OCG to provide regular reporting of our progress in the planning and delivery of GC2018. As our internal reporting capability continues to mature, so will the level of reporting.
GOLDOC and the OCG have recently settled a format for monthly reports which will capture a dashboard report covering the status of all functional areas, the strategic risk register, a workforce dashboard, finance report and procurement report.

The provision of all correspondence between GOLDOC and the CGF to the OCG

GOLDOC will continue to provide to the OCG, all correspondence with the CGF that is material in nature in relation to the successful delivery of GC2018.

Detailed financial analysis for each functional area on a quarterly basis

In addition to the monthly reporting mentioned above, the quarterly financial report provided to the GOLDOC Board and Finance and Audit Committee will be incorporated into regular reporting to Government.

Early identification of significant milestones and the provision of reports identifying these milestones and reporting on their progress to the OCG and the Minister for the Commonwealth Games

The "GC2018 Roadmap" is an important tool used by GOLDOC and its partners to identify the critical and significant milestones that need to be achieved in order to deliver a successful GC2018. These milestones will vary in their nature along with the priority of their delivery – for example there will be a number of milestones where their timely delivery will be critical, whereas others will be moveable based on strategic decisions to be taken.

A key element of the reporting identified above will be tracking and reporting of these critical milestones, which have formed the core of much of the reporting that GOLDOC has conducted over the past 12 months. The milestones will also form the basis of discussions at the regular meetings between yourself, myself and the GOLDOC Chief Executive Officer.

Stakeholder engagement

Inclusive engagement with a broad range of stakeholders

GOLDOC has a comprehensive Communications and Engagement Strategy that ensures the establishment of strong partnerships with stakeholders who are critical to the success of GC2018.

Under this strategy a range of "Connect" programs will be implemented to ensure consistent two-way communication with critical stakeholder groups including the Indigenous community, multicultural groups, local and national business sectors, school, sporting organisations, minority representation groups and the media.

It should also be noted that GOLDOC is working closely with the City of Gold Coast which has lead responsibility for community readiness and impact consultation.

Constructive engagement with Games Partners

The ultimate success of GC2018 requires all Games Partners working in a coordinated and collaborative manner. GOLDOC values the role and contributions of all Games Partners including the OCG, the City of Gold Coast, the Australian Government, the Australian Commonwealth Games Association, the CGF and all state government entities.
In addition to the Partners Forum, established by GOLDOC with membership from the OCG, City of Gold Coast and the Australian Government, a range of Board sub committees, reference groups, functional area executive steering committees and working groups are in place to ensure engagement is comprehensive. This structure is continually reviewed to ensure the most effective use of resources.

Positive media engagement in consultation with OCG and the Office of the Minister for Commonwealth Games

There is ongoing and weekly engagement between communications teams within OCG and Ministerial Offices by GOLDOC. One purpose of this engagement is to ensure all potential issues and opportunities are identified and addressed in a proactive manner.

All external media activities are undertaken in consultation with OCG and Ministerial Offices. This is reviewed weekly through a Media Opportunities Diary (MOD) meeting which is chaired by the Minister’s Office and attended by GOLDOC and OCG.

Positive community engagement in consultation with the OCG and the Office of the Minister for the Commonwealth Games

All of the Games Partners fully recognise the significant body of work that will be required to prepare, in particular, Gold Coast residents and businesses for the temporary impacts associated with the delivery of GC2018. All Games Partners will have a key role to play in this regard, noting that GOLDOC is working closely with the City of Gold Coast that has lead responsibility for community readiness and impact consultation for the Gold Coast area. GOLDOC will continue to work with the OCG given its community engagement responsibility with other event cities.

GOLDOC has established a range of executive steering committees for the purpose of engagement and delivery. They are:

- Strategic Communications Executive Steering Committee (Chaired by GOLDOC) to provide single partner oversight of key communications and engagement programs. This committee looks at coordinated overarching strategic direction, planning and delivery across all partners and associated agencies/stakeholders.

- Venues Executive Steering Committee (Chaired by Department of State Development) to oversee the delivery of the competition venue legacy infrastructure. All planning, design and delivery is coordinated through DSD and includes asset owners, key user groups, and GOLDOC representatives.

- Transport and Executive Steering Committee (Co-Chaired by GOLDOC) with representation from the City of Gold Coast, Department of Transport and Main Roads. The Committee is charged with coordinated planning and delivery of all transport related infrastructure and services associated with GC2018.

- Safety and Security Executive Steering Committee (Co-Chaired by GOLDOC) with representation from Queensland Police Service, Australian Government, State Government agencies and the City of Gold Coast. The Committee is charged with the coordinated planning and delivery of all security related infrastructure and services for GC2018.

- Medical Executive Steering Committee (Co-Chaired by GOLDOC) with representation from Queensland Health, City of Gold Coast and key State Government agencies. The Committee is charged with the coordinated planning and delivery of all medical infrastructure and services required for GC2018.
• City Operations Executive Steering Committee (Chaired by City of Gold Coast) with representatives from GOLDOC, State Government agencies, City of Gold Coast and key stakeholders. The Committee is charged with the coordinated delivery of infrastructure and services for local communities impacted by GC2018 and the coordinated planning and delivery of local services to GC2018.

Each of the Committee Chairs escalates issues to the Partners Forum that oversees risk related matters to the delivery of GC2018. GOLDOC will continue to engage with local stakeholders in all aspects of its planning.

**Governance and compliance**

*Strong leadership at all levels, with a focus on ethical behaviour that upholds the standard set by the Government with its commitment to integrity and accountability*

GOLDOC will continue to require its workforce (representing staff, contractors and volunteers) to sign up to and comply with its Code of Conduct. The Code of Conduct reminds all workforce of the importance of maintaining high standards of integrity, professionalism and accountability. Its framework is based on the ethics principles in the Public Sector Ethics Act 1994 and is aligned to the GOLDOC values of G-R-E-A-T (being Global, Respect, Excellence, Accountability and Trust). Breaches of the code are considered a serious matter, potentially resulting in disciplinary action up to and including termination of employment.

The GOLDOC Board will also continue its commitment to strong leadership and ethical behaviour as demonstrated in its Code of Conduct and governance of potential conflicts of interest.

*Effective management of the corporation’s governance, including systems and processes that are fit for purpose*

GOLDOC will continue to effectively manage its governance, as overseen by its Board and its relevant subcommittees. All Board committees have clear terms of reference that are regularly reviewed. The Finance and Audit Committee oversees the corporate policy framework and regularly recommends new or revised policies for the Board’s approval. The fully established internal audit function will progress its planned activities with its focus on internal system design, including processes and controls.

**Compliance with State legislation requirements**

As mandated in the guiding principles of the Code of Conduct, compliance with all laws and legislation is mandatory. At least annually, the GOLDOC management team will continue to certify that relevant laws have been complied with within their areas of responsibility.

**Compliance with Commonwealth Games Federation requirements**

GOLDOC will continue to actively work with the Games Partners to ensure that the compliance obligations of the Commonwealth Games Federation are met. GOLDOC has worked closely with the Commonwealth Games Federation to identify opportunities to streamline the management of this important area.

**Conduct and report on annual performance reviews for the GOLDOC Executive Management Team**

The Remuneration Committee of the GOLDOC Board will continue to review the appointment, performance and remuneration arrangements relating to GOLDOC’s senior executives.
Identification, mitigation and appropriate escalation of strategic risks to process and reputation

GOLDOC acknowledges the importance of good risk management practices and has continued to evolve its Risk Management Framework to ensure the timely identification and management of strategic risks relating to the delivery of GC2018. This sees strategic risks being reported to the GOLDOC Board on a quarterly basis with the support of its Finance and Audit Committee.

In addition, GOLDOC has recently been working closely with OCG and the other Games Partners to implement a Strategic Risk Management Framework (SRMF). The SRMF is designed to support cross-Games Partner identification and management of strategic risks against the objectives of GC2018. This framework establishes a methodology and process for the identification, aggregation, rating and prioritisation of strategic risks across each of the Games Partners, whilst giving consideration to existing processes in place within those Games Partner organisations.

Optimise the opportunity to showcase Queensland and the Gold Coast

GOLDOC recognises that GC2018 presents a unique opportunity to showcase all that the Gold Coast and Queensland have to offer.

Venue planning and location have deliberately been undertaken to showcase the Gold Coast and other parts of Queensland to the world at Games time, and during competition. Clear examples are the location of events within Broadwater Parklands, Broadbeach, Currumbin Coast, Nerang State Forrest, Cairns and Townsville. The conduct of events within these precincts provides the opportunity for broadcast images of the Gold Coast and Queensland to be showcased to the 1.5 billion expected viewers.

GOLDOC will work closely with the Host Broadcaster to ensure that camera locations are placed throughout the Gold Coast and at venues to showcase the City and region.

Additionally, GOLDOC has developed a Food Experience document aimed at showcasing local and indigenous produce to visitors to the Gold Coast.

GOLDOC are committed to identifying opportunities to maximise the broad economic benefits that hosting GC2018 will realise including the creation of up to 30,000 full time equivalent jobs and a positive economic impact estimated at $2 billion.

Seek out and capitalise on sponsorship opportunities

GOLDOC is committed to a sponsorship sales target of $95 million. In 2014, Lagardère Sports and Entertainment (previously Sports Marketing and Management (SMAM)) was appointed as GOLDOC’s sponsorship sales agency. Lagardère Sports and Entertainment’s role is to develop and implement GOLDOC’s sponsorship program to achieve the revenue and related objectives approved by the GOLDOC Board. Lagardère Sports and Entertainment provided similar services for the previous four (4) Commonwealth Games - Manchester 2002, Melbourne 2006, New Delhi 2010 and Glasgow 2014, as well as a significant number of other events including the 2000 Olympic Games in Sydney.

The GOLDOC sponsorship sales team is conducting a systematic program targeting large Queensland, national and international organisations that have the capacity to invest in tier 1 sponsorship which represents over 60 per cent of the total sponsorship revenue target.

The GOLDOC sponsorship team has completed contracting with two tier 1 partners, three tier 2 supporters and one tier 3 supplier.
While a lack of corporate head offices in the region presents a sponsorship challenge, GOLDOC and Lagardère Sports and Entertainment are actively pursuing a broad range of sponsorship targets.

Identify and immediately escalate concerns surrounding any key risks to the State, the Games or to GOLDOC.

GOLDOC has been proactive in working with the Queensland Government to escalate matters relating to key risks in relation to GC2018. The SRMF identified above is designed to further support this activity through improved awareness of strategic risks being managed by each of the Games Partners, including GOLDOC.

I can also confirm that there has been an initial discussion with the Queensland Integrity Commissioner who has been invited to address the Executive Management Team in regard to conflict of interests issues and his role generally.

In conclusion, I can assure you that GOLDOC is a professional organisation with dedicated staff fully committed to delivering an outstanding GC2018. I look forward to continuing the journey with you, the Premier, your fellow Ministers and all our Games Partners to ensure that the 21st Commonwealth Games will be an outstanding success.

Yours sincerely

Nigel Chamier
Chairman AM